



ACHIEVING SUPERIOR EMPLOYEE PERFORMANCE: TALENT MANAGEMENT STRATEGIES IN ASEAN MANUFACTURING FIRMS AMID REGIONAL INTEGRATION

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Abstract

The purpose of this study is to examine talent management techniques for improving employee performance in ASEAN manufacturing companies in the context of regional integration. Increasing regional competition resulting from ASEAN economic integration requires manufacturing companies to have competent, adaptable, and innovative human resources to maintain a competitive advantage. The research uses a qualitative, descriptive approach. Data were gathered through in-depth interviews, observations, and documentation of informants, including human resources managers, supervisors, and employees involved in talent development programs. The research was carried out during November-December 2025. Data analysis was conducted using NVivo to identify themes, patterns, and relationships among concepts emerging from the research data. The results show that competency development, talent retention, career management, and leadership support are the main factors that support the success of talent management strategies. The implementation of this strategy has been proven to increase work productivity, quality of work results, innovation, adaptability, and organizational commitment. The study's findings also show that talent retention is an important challenge in addressing workforce mobility in the ASEAN region. As a result, manufacturing companies must incorporate talent management into their long-term business strategy to sustainably improve employee performance and organisational competitiveness.

Keywords: Talent Management, Employee Superior Performance, Manufacturing Industry, ASEAN Integration, Human Resources, NVivo.

INTRODUCTION

Management is the science and art of effectively and efficiently allocating organisational resources to achieve predetermined objectives. In an increasingly competitive global corporate climate, the role of human resource management has become increasingly crucial as the quality of human resources is the most important factor determining an organization's performance. Companies no longer rely solely on capital and technology, but also on their ability to manage talent to create a sustainable competitive advantage. Therefore, talent management is an important approach in modern human resource management (Subroto et al., 2024).

One of the primary purposes of implementing human resource management is to achieve outstanding employee performance. Superior performance refers to an employee's capacity to produce high-quality work, demonstrate productivity, show inventiveness, and make contributions that exceed the organization's expectations. Superior performance is critical in the manufacturing business since it is directly tied to the effectiveness of the production process, product quality, operational efficiency, and the company's competitiveness. According to research, enhancing employee performance has a major impact on organisational efficiency and success amid increasingly fierce corporate rivalry (Siagian & Mon, 2024; Christina et al., 2024).

Superior employee performance is increasingly relevant to research in the manufacturing industry amid ASEAN integration. ASEAN economic integration has created a more open market,

increasing investment flows, labor mobility, and competition among companies across Southeast Asia. This condition requires manufacturing companies to have qualified, adaptable, innovative, and competitive human resources at the regional level. Companies that are unable to manage their human resources optimally will face difficulties in maintaining competitiveness amid the increasingly competitive dynamics of the ASEAN market (Theng et al., 2024).

One factor believed to improve employee performance is a talent management strategy. This strategy includes identifying, developing, placing, and retaining employees with superior competencies to meet the organization's needs. Various studies show that talent management positively affects performance, job satisfaction, employee engagement, and organizational sustainability. In addition, sustainable human resource practices, digital leadership, competency development, and knowledge management support improvements in employee performance in the manufacturing sector (Hermawati et al., 2024; Suprayitno, 2024; Jaya et al., 2024).

Based on a survey conducted through observations and preliminary interviews with several manufacturing companies, it was found that talent management implementation has not been running optimally. Some companies still face obstacles in mapping employee competencies, in unstructured career development, and in the low effectiveness of training programs. In addition, there is still a gap between the competencies employees have and those needed to face the industrial transformation and regional competition in ASEAN.

Another trend that has emerged is increased competition to attract and retain top talent. Many manufacturing companies struggle to retain potential employees because rival companies offer more appealing career opportunities, both domestically and internationally. This circumstance leads to greater personnel turnover, lower productivity, and higher HR development expenses. Previous research has shown that effective talent management has an important role in improving employee retention and engagement in manufacturing companies (Ramadhan & Ekhsan, 2024; Ikhsanuddin et al., 2024).

Based on this phenomenon, the manufacturing industry continues to face several challenges, including suboptimal implementation of talent management strategies, ineffective competency development, a high risk of losing potential talent, and achieving superior employee performance amid ASEAN integration. Therefore, research on "achieving superior employee performance: talent management strategies in asean manufacturing firms amid regional integration" is important to develop strategic models and recommendations that can improve superior employee performance and strengthen the competitiveness of the manufacturing industry in the ASEAN region.

Research on employee performance and talent management has been conducted by many researchers before. Research conducted by Subroto, Sudarmanto, and Sono (2024) found that talent management has a positive and significant effect on job satisfaction and employee performance in manufacturing companies in Indonesia, thereby increasing organizational competitiveness.

Furthermore, Andini and Ekhsan (2024) show that talent management, knowledge management, and employee engagement make important contributions to improving employee performance, especially by increasing sustainable work engagement. Research by Hermawati et al. (2024) also shows that human resource management practices and talent management can simultaneously improve employee performance in footwear manufacturing companies. In addition, Siagian and Mon (2024) found that employee performance in the manufacturing industry is influenced by factors such as self-efficacy, organizational support, and effective managerial skills, suggesting that companies need to develop a comprehensive HR management system. Research by Theng, Calen, and Toni (2024) confirms that digital leadership and employee empowerment positively influence employee performance by increasing organizational commitment to the manufacturing industry in the Society 5.0 era. Based on these findings, it can be concluded that employee superior performance is influenced not only by individual abilities but also by the effectiveness of talent management strategies, competency development, employee engagement, and organizational leadership support. However, there is limited research examining talent management strategies to improve employee performance in the manufacturing industry in the context of ASEAN Integration. Hence, this research has urgency and novelty.

Although previous studies have shown that talent management improves employee performance, most research continues to focus on the direct relationship between talent management and performance, without considering the regional competitive dynamics arising from ASEAN Integration. Research conducted by Subroto et al. (2024), Hermawati et al. (2024), and Andini and Ekhsan (2024) highlights more organizational context in general, so it does not provide a comprehensive picture of talent management strategies that can produce superior performance in the manufacturing industry in the ASEAN cross-border labor competition environment.

In addition, previous research generally examined employee performance as an organizational outcome. However, it was still limited, specifically raising the concept of **employee excellence performance** as an organizational competitive advantage. Research by Siagian and Mon (2024) and Theng et al. (2024) focuses more on individual factors and digital leadership in improving performance. Thus, there remains a research gap regarding how talent management strategies can be systematically designed to shape superior employee performance in the manufacturing industry amid the demands of industrial transformation and ASEAN economic integration.

The novelty of this research lies in developing the talent management perspective as the primary strategy for achieving **superior employee performance** in the manufacturing industry during ASEAN Integration. Unlike previous research that has focused solely on the relationship between talent management and overall performance, this study focuses on superior performance, defined as high productivity, continuous innovation, adaptability, and employees' strategic contributions to the organization's competitive advantage. In addition, this study integrates the ASEAN Integration

context as an external environment that influences talent management needs, thereby producing a more relevant conceptual model to support the competitiveness of the manufacturing industry at the regional and global levels.

LITERATURE REVIEW

Talent Management

Talent management explains that organizations need to identify, develop, retain, and optimize individuals who have superior competencies to achieve the company's strategic goals. Talent management not only focuses on the recruitment process but also includes career development, training, leadership succession, and retention of potential employees. Implementing effective talent management can increase productivity, work engagement, and the organization's competitive advantage. In the manufacturing industry, this strategy has become increasingly important for addressing technological change and the increasingly complex global competition (Collings et al., 2023; Gallardo-Gallardo & Thunnissen, 2024).

Employee Performance

Employee performance explains that organizational abilities, motivation, job opportunities, and support influence an individual's success rate in carrying out tasks. Superior performance arises when employees not only meet work targets but also demonstrate innovation, high-quality work, adaptability, and strategic contributions to the organization. In the context of modern human resource management, performance results from the interaction between individual competencies and organizational systems that support the achievement of company goals. Therefore, human resource development is an important investment in improving superior employee performance (Aguinis, 2023; DeNisi & Murphy, 2024).

Resource-Based View (RBV)

The Resource-Based View (RBV) states that an organization's competitive advantage arises from resources that are valuable, rare, difficult to imitate, and not easily replaceable. In the context of human resource management, employee talent is a strategic asset that meets these characteristics. Organizations that can manage and retain superior talent will have an advantage over competitors. In the manufacturing industry during ASEAN Integration, talent management is a source of competitive advantage that can increase productivity, innovation, and organizational sustainability amid regional and global competition (Barney et al., 2024; Diaz-Fernandez et al., 2023).

METHOD

Research methods are an important part that explains the scientific procedures used to obtain data and answer the research focus. In this study, a qualitative approach was used to gain a deep understanding of talent management strategies for achieving superior employee performance in the manufacturing industry during the ASEAN Integration era. Data analysis is conducted using NVivo software to systematically, transparently, and accurately organize, code, and interpret data (Woolf & Silver, 2024; Maher et al., 2023).

Approaches and Types of Research

This study uses a qualitative, descriptive research approach. The qualitative approach was chosen because it provided an in-depth understanding of talent management based on the experiences, perceptions, and views of informants directly involved in human resource management in the manufacturing industry. Qualitative research allows researchers to explore the meanings, patterns, and dynamics of the implementation of talent management strategies oriented towards superior employee performance. According to Creswell and Poth (2024), qualitative research is well-suited for understanding complex social and organizational phenomena through an in-depth exploration of the research context.

Research Location and Time

The research was conducted across several manufacturing companies operating in a business environment shaped by ASEAN Integration dynamics. The selection of locations is purposive, focusing on companies that have implemented various talent management practices in human resource management. The research period runs from **November to December 2025** and includes the preparation stage, data collection, data analysis, and the preparation of research reports.

Research Informant

The research informants were selected using the purposive sampling technique, which involves selecting individuals with knowledge and experience in implementing talent management strategies. The informants consist of human resources managers, production supervisors, heads of HR development divisions, and employees involved in the company's talent development program. The purposive sampling technique is used because it can yield rich, relevant information aligned with the research objectives (Campbell et al., 2024).

Data Collection Techniques

Data collection was conducted through in-depth interviews, observations, and document analysis. In-depth interviews are used to obtain information about talent management practices, competency development, employee retention, and efforts to improve employee superior

performance. Observations were made to observe the implementation of talent management programs in the work environment. Meanwhile, documentation studies supplement data by using various organizational documents, such as HR reports, employee development policies, and performance evaluation documents. The use of various data collection techniques aims to increase the credibility and depth of research findings (Merriam & Tisdell, 2024).

Data Analysis Techniques Using NVivo

Data analysis is carried out in the following stages: data reduction, data presentation, and conclusion. To improve the analysis's accuracy, this study uses **NVivo** as a qualitative data analysis tool. NVivo is used to conduct coding, theme classification, analysis of inter-concept relationships, and data visualization in the form of word frequency, cluster analysis, and thematic mapping. Using NVivo enables researchers to systematically identify important patterns that emerge from interviews, observations, and documentation. According to Jackson and Bazeley (2024), NVivo can increase transparency, consistency, and validity in the qualitative data analysis process.

Data Validity Test

The validity of the data in this study was tested through source triangulation, method triangulation, and member checking techniques. Source triangulation involves comparing information from multiple informants, while method triangulation involves comparing the results of interviews, observations, and documentation. In addition, member checking involves asking informants to confirm the researcher's interpretation of the data. The move aims to ensure that research findings are highly credible, dependable, and confirmable (Lincoln et al., 2023).

RESULTS OF RESEARCH AND DISCUSSION

Research Results

The results of this research were obtained through in-depth interviews, field observations, and the analysis of documents from the manufacturing companies that were the object of the research. All data is then analyzed using NVivo software to identify key themes related to talent management strategies and superior employee performance. The analysis shows several dominant factors that affect the success of talent management implementation in supporting employee performance excellence in the ASEAN Integration era.

Table 1. Main Themes of NVivo Analysis Results

Yes	Tema Utama	Number of References
1	Competency Development	48
2	Talent Retention	42
3	Career Management	39

4	Organizational Leadership	35
5	Superior Performance of Employees	51

Source: NVivo Analysis Results, 2025.

Based on Table 1, the most dominant theme in the interview results was employees' superior performance, with 51 references. It shows that all informants view performance improvement as the main goal of implementing a talent management strategy. In addition, the theme of competency development gained high frequency because the company recognized that improving technical and non-technical capabilities was an important factor for competing in the manufacturing industry during ASEAN Integration. Talent retention and career management are also major concerns in human resource management.

Table 2. Results of Talent Management Strategy Categorization

Yes	Strategy	Implementation Level
1	Continuing Training Program	Height
2	Talent Pool	Height
3	Succession Planning	Medium
4	Coaching then Mentoring	Height
5	Talent Reward System	Medium

Source: Interview and Documentation Results, 2025.

Table 2 shows that most manufacturing companies have implemented ongoing training programs and talent pools as part of their talent management strategies. The program aims to ensure the availability of human resources with competencies aligned with the organization's needs. However, the implementation of succession planning and the talent reward system is still in the medium category. These findings indicate that some companies lack a structured system for developing future leaders and effective mechanisms to retain high-potential employees.

Table 3. The Impact of Talent Management Strategies on Employee Superior Performance

Yes	Superior Performance Indicators	Findings
1	Work Productivity	Increase
2	Quality of Work Results	Increase
3	Employee Innovation	Increase
4	Adaptability	Increase
5	Organizational Commitment	Increase

Source: Results of Research Data Analysis, 2025.

Table 3 shows that implementing talent management strategies positively affects various indicators of superior employee performance. The informant stated that the competency development program significantly increased productivity and the quality of work. In addition, employees who

have the opportunity to participate in training and career development demonstrate higher levels of innovation and adaptability than before. The increase also strengthens organizational commitment to supporting the company's goals sustainably.

The results of the interviews show that competency development is the most widely used strategy for companies to improve the quality of their human resources. The company regularly offers technical, digital, and certification training programs tailored to the needs of the modern manufacturing industry. The program aims to increase employee readiness to face technological changes and increasingly competitive market demands.

The study also finds that talent retention is a major challenge for companies. Many companies realize that losing potential employees can hinder productivity and increase recruitment costs. Therefore, organizations strive to build a work environment that supports career development, employee well-being, and a positive work culture to retain the best talent. In addition, organizational leadership has an important role in the successful implementation of talent management. Leaders who support employee development tend to foster a work environment more conducive to competency development and innovation. Employees feel more valued and motivated to make their best contribution to the organization.

Thus, the study's results show that talent management strategies make a significant contribution to superior employee performance in the manufacturing industry. The success of the strategy is determined by the integration of competency development, talent retention, career planning, and leadership support oriented towards human resource development.

Discussion

This research focuses on interpreting findings from NVivo analyses of talent management strategies and their relationship to superior employee performance. The results of the research were then compared with previous studies to strengthen the scientific argument and identify the theoretical and practical contributions of the research in the context of the manufacturing industry during ASEAN Integration.

1. Competency Development as the Foundation for Superior Performance

The study's results show that competency development is the dominant strategy for shaping superior employee performance. Training, certification, and continuous learning programs provide employees with opportunities to improve their technical and non-technical skills. In the manufacturing industry, improving competencies is indispensable to address changes in production technology and the digitalization of work processes. These findings align with the research of Hermawati et al. (2024), which found that human resource development directly contributes to increased employee productivity and work quality. In addition, research by Jaya et al. (2024) found that knowledge management and talent management can strengthen individual competencies to

achieve more optimal performance. Thus, competency development can be seen as a strategic investment that supports the organization's sustainability.

2. Talent Retention in the Face of ASEAN Competition

The study's findings show that talent retention is a major challenge for manufacturing companies. ASEAN integration improves workforce mobility, so companies have to compete to retain the best employees. Various strategies, such as career development, welfare improvements, and a supportive work culture, are important factors in retaining talent. These results support the findings of Ramadhan and Ekhsan (2024), who found that talent management affects employee retention by increasing employee engagement. Research by Collings et al. (2023) also confirms that talent retention is an important component in modern talent management systems. Therefore, companies need to develop retention policies that foster long-term loyalty and commitment among potential employees.

3. The Role of Leadership in the Implementation of Talent Management

This study found that the quality of organizational leadership greatly influences the successful implementation of talent management. Leaders who support competency development, coaching, and mentoring can create a more productive work environment. Participatory leadership also increases employee motivation and engagement in various talent development programs. These findings align with those of Theng et al. (2024), who found that digital leadership positively influences employee performance by empowering human resources. In addition, Suprayitno's research (2024) shows that leadership support is an important factor in the success of sustainable HR practices. Thus, leadership serves as a key driver in optimizing the effectiveness of talent management strategies.

4. Talent Management Strategy and Organizational Competitive Advantage

The study's results show that talent management strategies not only improve individual performance but also strengthen the organization's competitive advantage. Employees with high competence, innovation skills, and strong adaptability can make strategic contributions to achieving company goals. These findings support the Resource-Based View theory, which holds that human resources are strategic assets that can create sustainable competitive advantage. The results of this study align with those of Subroto et al. (2024), who found that talent management improves employee performance and job satisfaction. In addition, Siagian and Mon (2024) explain that manufacturing companies that manage their human resources effectively are more likely to maintain competitiveness in a competitive business environment. Therefore, talent management strategies should be an integral part of the business strategy of manufacturing companies in the era of ASEAN Integration.

CONCLUSION

This research aims to analyze talent management strategies for achieving superior employee performance in the manufacturing industry during the ASEAN Integration era. The study's results show that talent management is a strategic factor that plays an important role in improving the quality of human resources and strengthening the organization's competitiveness. Data analysis using NVivo revealed that competency development, talent retention, career management, and leadership support are the main factors that affect the successful implementation of talent management.

Competency development is the most dominant strategy in improving employee superior performance. Training, certification, coaching, and mentoring programs have been proven to increase productivity, work quality, innovation, and employee adaptability to changes in the business environment. In addition, talent retention is an important challenge for manufacturing companies amid increasing labor competition in the ASEAN region. Therefore, companies need to build a clear career development system, a positive work culture, and reward programs that help retain potential employees.

This study found that leadership has an important role in supporting the success of talent management strategies. Leaders who support human resource development can create a work environment that encourages employee engagement and commitment. Overall, talent management strategies have been proven to impact superior employee performance and organizational competitive advantage positively. Thus, manufacturing companies need to integrate talent management into long-term business strategies to address the challenges of ASEAN Integration, retain top talent, and enhance the sustainability and competitiveness of organizations at the regional and global levels.

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